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Proposed programme budget for the biennium 2018-2019*

Part IV
International cooperation for development

Section 13
International Trade Centre

(Subprogramme 6 of programme 10 of the biennial programme plan for the period 2018-2019)**

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* A summary of the approved programme budget will be issued as A/72/6/Add.1.

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Overview

Table 13.1 **Financial resources**

(United States dollars)

Appropriation for 2016-2017	37 091 800
Other changes	(406 500)
Total resource changes	(406 500)
Proposal of the Secretary-General for 2018-2019[a]	36 685 300

[a] At 2016-2017 revised rates.

Table 13.2 **Post resources**

	Number	*Level*
Regular budget		
Approved for the biennium 2016-2017	160	1 ASG, 1 D-2, 5 D-1, 20 P-5, 30 P-4, 20 P-3, 14 P-2/1, 69 GS (OL)
Proposed for the biennium 2018-2019	160	1 ASG, 1 D-2, 5 D-1, 20 P-5, 30 P-4, 20 P-3, 14 P-2/1, 69 GS (OL)

Abbreviations: ASG, Assistant Secretary-General; GS, General Service; OL, Other level.

Overall orientation

13.1 The International Trade Centre (ITC) is the joint technical cooperation agency of the United Nations and the World Trade Organization (WTO) for the business aspects of trade development. Originally created by the General Agreement on Tariffs and Trade (GATT) in 1964, ITC has operated since 1968 under the joint auspices of GATT/WTO and the United Nations, the latter acting through the United Nations Conference on Trade and Development (UNCTAD). Within the United Nations system of assistance for developing countries, ITC is the focal point for technical assistance and cooperation activities for trade and international business development, as reaffirmed by the Economic and Social Council in its resolution 1819 (LV). The Centre is responsible for the implementation of subprogramme 6, Operational aspects of trade promotion and export development, of programme 10, Trade and development, of the biennial programme plan for the period 2018-2019. The main objective of programme 10, implemented by UNCTAD and ITC, is to assist developing countries, especially the least developed countries, and countries with economies in transition in integrating beneficially into the global economy in support of inclusive and sustainable growth and development. The proposed level of resources for the biennium 2018-2019 contained in the present report has been formulated on the basis of the approved strategic framework for the biennium.

13.2 The International Trade Centre is the United Nations agency dedicated to improving the international competitiveness of micro, small and medium-sized enterprises from developing countries and economies in transition. The Centre provides global public goods in the form of trade and market intelligence, technical support, linkages to markets and practical capacity-building to policymakers, national and regional institutions and private sector and social enterprises to achieve "trade impact for good".

13.3 The overarching objective of ITC is directly linked to the 2030 Agenda for Sustainable Development, adopted in 2015. The 2030 Agenda affirms the global community's commitment to eradicating poverty and promoting shared economic prosperity, social development and environmental protection, with 17 integrated and indivisible Sustainable Development Goals. Both the 2030 Agenda and the Addis Ababa Action Agenda of the Third International Conference on Financing for Development highlight the important role of international trade as an engine for inclusive economic growth and poverty reduction and a major contributor to sustainable development.

13.4 Despite global recognition of the importance of trade for sustainable development, shared prosperity and sustained peace, the current global environment poses significant challenges to open global markets. Trade growth remained sluggish in 2016 and, although growth in the global export of goods and services is expected to rise in 2017, this is below earlier forecasts and follows lower expectations for economic growth. In addition, anti-globalization sentiment and protectionist rhetoric threaten the open global economy that has enabled millions to emerge from poverty. Amid these tensions, inclusive growth and making trade work for all is more important than ever, in developed economies and developing ones alike. It is clear that some segments of society have not benefited from economic globalization and that distributional aspects have too frequently been neglected by the public and private sectors. There is considerable scope to make trade more of a force for good, one that enhances economic well-being while protecting consumers, and a force that is economically empowering, socially responsible and environmentally sustainable.

13.5 In order to ensure that international trade contributes to inclusive economic growth and poverty reduction, the global community must ensure that micro, small and medium-sized enterprises, especially women-owned enterprises and those owned by young entrepreneurs, are able to benefit from global markets. Formal and informal micro, small and medium-sized enterprises constitute a majority of jobs in any country. They tend to employ a larger share of the vulnerable sections of the workforce, such as women, youth and people from poorer households, and are sometimes the only source of employment in rural areas. Therefore, such enterprises as a group are the main income provider and distributor at the "base of the pyramid". When internationally competitive, these firms are more productive, pay better wages, fuel economic growth, increase the demand for labour, potentially for women and youth, and improve livelihoods. Empowering such enterprises to participate in international trade is a key ingredient to ensure that "no one is left behind".

13.6 Through its mandate, ITC is well positioned to strengthen the role of international trade as an engine for inclusive economic growth and the eradication of poverty for the 2018-2019 biennium. The Centre will continue to contribute to the implementation of the 2030 Agenda for Sustainable Development and ensure that economic development contributes to sustained peace. The Centre works towards targets under the following 10 Sustainable Development Goals, with a particular focus on Goals 1, 5, 8 and 17:

Goal 1: End poverty in all its forms everywhere

Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture

Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Goal 5: Achieve gender equality and empower all women and girls

Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Goal 10: Reduce inequality within and among countries

Goal 12: Ensure sustainable consumption and production patterns

Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Goal 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development.

13.7 The Centre will also contribute to the implementation of the Programme of Action for the Least Developed Countries for the Decade 2011-2020, the Small Island Developing States Accelerated Modalities of Action Pathway, the Vienna Programme of Action for Landlocked Developing

Countries for the Decade 2014-2024, the Addis Ababa Action Agenda of the Third International Conference on Financing for Development, the Beijing Declaration and Platform for Action (1995), the Amman Youth Declaration and Security Council resolution 2250 (2015), and the results of the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change. The Centre will also play an important role in furthering the implementation of WTO ministerial declarations, in particular the Trade Facilitation Agreement, and decisions to be taken at the Eleventh Ministerial Conference of WTO, to be held in Buenos Aires at the end of 2017.

13.8 The programme of work will be implemented in accordance with the strategy detailed under subprogramme 6 of programme 10 of the strategic framework for the period 2018-2019 (A/71/6/Rev.1). The Centre's mandate and objective, as captured in the strategic framework, is to enhance inclusive and sustainable growth and development in developing countries, especially least developed countries, and countries with economies in transition through trade and international business development.

13.9 The interventions of ITC will focus on three corporate outcomes detailed in the strategic framework: (a) strengthened integration of the business sector into the global economy; (b) improved performance of trade and investment support institutions for the benefit of enterprises; and (c) improved international competitiveness of enterprises. ITC will track its contribution towards these three outcomes through seven indicators of achievement.

13.10 ITC works to enable micro, small and medium-sized enterprises, including those owned, operated and controlled by women, to build their international competitiveness and access new markets, and, through this, enhance inclusive and sustainable growth and development. The Centre works with partners in developing countries and economies in transition, with a focus on least developed countries, landlocked developing countries, small island developing States, countries in sub-Saharan Africa, conflict and post-conflict countries and small and vulnerable economies.

13.11 The corporate theory of change underpinning the strategic framework of ITC views international trade as a major means for inclusive and sustainable development. Firms connected to international markets are more productive and create better employment, and — because micro, small and medium-sized enterprises account for the bulk of job creation — make growth more inclusive. The international competitiveness of such enterprises is contingent on the decisions and actions of four types of actors: the enterprises themselves, policymakers and regulators, national and regional trade and investment support institutions, and private sector partners such as buyers and investors that provide international market linkages to these small firms. The Centre seeks to influence these actors to change their decision-making in favour of increasing the international competitiveness of such enterprises. It pursues this influence through interventions that expand awareness of factors that are conducive or obstructive to competitiveness by building the actors' skills and knowledge to rectify problems and take advantage of opportunities, enabling them to formulate and gain consensus on action plans, and supporting follow-through on these plans.

13.12 During the biennium 2018-2019, ITC will deliver its technical assistance through direct enterprise-level support; assistance to strengthen regional and national trade and investment support institutions; and support to improve trade-related policies, strategies and the business environment, with business sector input and assistance in building opportunities for enterprises to access international markets, including regional markets and South-South trade. All ITC technical assistance is delivered in partnership with partner Governments, national and regional institutions and multilateral organizations from the United Nations development system and beyond, as well as with the private sector.

13.13 All interventions of ITC will address at least one of the Centre's six focus areas described below. Each focus area, as well as the programmes and projects within them, is clearly linked to Sustainable Development Goal targets.

(a) Providing trade and market intelligence for the competitiveness of micro, small and medium-sized enterprises: providing global public goods in the form of intelligence on trade and

investment flows, market access, public and private standards and sector development through web-based applications and capacity-building;

(b) Building a conducive business environment: working with public and private sector representatives to bring about change in the trade dynamics of a sector, country or region through policy or regulatory changes and strategies that are more conducive to trade;

(c) Strengthening trade and investment support institutions: building the capacity of regional and national trade and investment support institutions to better assist micro, small and medium-sized enterprises to trade;

(d) Connecting to value chains: market-led approaches to helping micro, small and medium-sized enterprises connect, compete and change;

(e) Promoting and mainstreaming inclusive and green trade: using trade as a platform to address wider social and environmental issues, including poverty, gender, youth and the environment;

(f) Supporting regional economic integration and South-South links: promoting value-added trade, investment and technology transfer between emerging economies and other developing countries, including least developed countries, as well as supporting regional integration initiatives and intraregional trade.

13.14 All of the work of ITC takes into account the objectives of gender equality and environmental and social sustainability.

13.15 As a member of the United Nations development system, ITC will continue to work with the United Nations Secretariat, Member States and fellow United Nations entities to jointly implement General Assembly resolution 71/243, on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, and its call for a stronger, more coherent and efficient system to support implementation of the 2030 Agenda for Sustainable Development. During the 2016-2017 biennium, ITC has commenced development of its strategic plan for the period 2018-2021, in alignment with other United Nations entities, through inclusive stakeholder consultation. The plan will be finalized in late 2017 to enable alignment with the decisions of the Secretary-General on the implementation of the quadrennial comprehensive policy review mandates.

13.16 The Centre will continue to implement the commitments made in its strategic plan and programme budget through annual operational plans and will track progress through annual reports, both of which are shared with its governing bodies.

13.17 The programme of work of ITC is reviewed annually by the Joint Advisory Group on the International Trade Centre, the main intergovernmental policy forum of the Centre, which is open to members of UNCTAD and WTO. The UNCTAD Trade and Development Board and the WTO General Council review the report, including recommendations, of the Joint Advisory Group annually.

13.18 The Centre will continue in its endeavour to provide developing countries and economies in transition with quality results and impacts through cost-effective services and programmes, tailor-made to their specific needs and circumstances, and the assurance of the sustainability of its actions for the long term. The Centre will continue to improve and innovate its tools and methodologies to ensure that the technical assistance provided meets the demands of the rapidly evolving global trading system. For this reason, ITC will leverage its regular budgetary resources further and raise its targets for the biennium 2018-2019 to even more ambitious levels.

13.19 In the biennium 2018-2019, regular budget resources will be utilized for the development and maintenance of global public goods in the form of trade and market intelligence. This includes the contribution of ITC (monitoring data, calculations and analysis) to the annual report on the Sustainable Development Goals (covering indicators 10.a.1, 17.10.1, 17.11.1 and 17.12.1) and to the report of the Inter-Agency Task Force on Financing for Development, together with UNCTAD and WTO. Regular budget resources are also used for the development of tools that can be adapted

and applied by partner organizations or individual enterprises in developing countries and countries with economies in transition, as well as for project and programme development. This focus on applied research ensures that ITC technical cooperation is of a high standard, timely and cost effective for field delivery. The Centre will continue to improve its use of information and communications technologies as a means of supporting research and delivering technical assistance, including through the highly successful online Small and Medium-sized Enterprises Trade Academy. Demand for ITC technical assistance continues to outpace available resources, leading ITC to find innovative ways to deliver its assistance.

13.20 In the current biennium, ITC will fully implement the recommendations from the two organization-wide evaluations conducted in 2015. An independent evaluation conducted on behalf of donors of ITC and a second evaluation by the Office of Internal Oversight Services found ITC to be in good health, delivering valuable services on the ground, and pointed to areas in which ITC could do better. The recommendations formed the basis for the Centre's strategic and operational plans and the considerable improvements implemented to improve the effectiveness and efficiency of operations. Of the actions that ITC committed to take in its management responses to the two evaluation recommendations, 42 out of 48 (88 per cent) had been implemented as of May 2017. The Centre has provided regular updates on the implementation of those recommendations to the annual meeting of the Joint Advisory Group and the twice-yearly meeting of the Consultative Committee of the ITC Trust Fund.

13.21 In 2016, ITC continued to implement its strategic plan for the period 2015-2017, delivering trade impact for good. The Centre, in remaining committed to the support of least developed countries, landlocked developing countries, small island developing States, sub-Saharan Africa, conflict and post-conflict countries and small and vulnerable economies, has surpassed its target of spending at least 70 per cent of its technical assistance for the benefit of those focus countries. In 2016, 85 per cent of region- or country-specific technical assistance was provided to those countries, compared with 82 per cent in 2015.

13.22 The Centre continued to deepen its focus on results and impacts during the 2016-2017 biennium, as outlined in the Centre's 2015-2017 strategic plan. In addition to a corporate theory of change, the Centre developed theories of change for each of the 15 programmes in its portfolio, ensuring maximum coherence with ITC strategic objectives and demonstrating a contribution to the 2030 Agenda for Sustainable Development. Each programme theory of change, and each new project, links to at least one Sustainable Development Goal target at the impact level.

13.23 The Centre aligned its organizational structure during the 2016-2017 biennium with the Centre's six focus areas and three corporate outcomes, in line with the Sustainable Development Goals. This realignment process affected all three technical assistance divisions of ITC. The project-design process was also streamlined, and a dedicated project design task force was established within the Division of Country Programmes. These adjustments will contribute to increased synergies and organizational efficiency across programmes within focus areas in the 2018-2019 biennium and beyond.

13.24 Under the new structure, the Division of Market Development houses all teams that work on providing trade and market intelligence and thought leadership concerning issues relating to the competitiveness of micro, small and medium-sized enterprises, and on building a conducive business environment. These teams include those which focus on trade strategy, trade facilitation and trade negotiations and policy reform, in addition to the Small and Medium-sized Enterprises Trade Academy. In the light of rapidly growing demand for the latter's e-learning courses, staff specialized in the development of training courses were centralized in the Academy.

13.25 The Division of Enterprises and Institutions combines the focus areas of strengthening trade and investment support institutions, connecting to international value chains, and promoting and mainstreaming inclusive and green trade. This work improves the business and advocacy services that are available to enterprises in developing countries and economies in transition, enhances the competitiveness of micro, small and medium-sized enterprises in high-value added goods and

services sectors, and uses trade to create incentives for environmental sustainability and increasing income opportunities for women, youth and marginalized communities.

13.26 The Division of Country Programmes, with its five regional offices, remains the custodian for the remaining focus area of ITC: supporting regional economic integration and South-South links. It also hosts the ITC Innovation Lab and the new project design task force, a dedicated team that works to respond rapidly to growing demand for ITC project development with customized project proposals.

13.27 The Communications and Events Section in the Office of the Executive Director has integrated the small ITC library team, which no longer manages a physical library at ITC headquarters but instead focuses on serving ITC clients with online updates on trade issues and trade-related publications.

13.28 In the Division of Programme Support, some roles have been broadened to allow staff to adapt to processes that have changed since the implementation of Umoja.

Administrative arrangements for ITC

13.29 The General Assembly, in section I of its resolution 59/276, endorsed revised administrative arrangements for ITC as set out in the report of the Secretary-General (A/59/405). In conformity with those administrative arrangements, the budget of ITC is denominated in Swiss francs and is funded equally by the United Nations and WTO.

13.30 During the 2016-2017 biennium budget review process, the Advisory Committee on Administrative and Budgetary Questions, in its report (A/70/7/Add.1), endorsed the proposal to discontinue the submission of the simplified fascicle as foreseen in the administrative arrangements contained in General Assembly resolution 70/248. In order to accommodate the timing of the WTO budget review, the detailed proposed programme budget of ITC is submitted to the United Nations and WTO budget review bodies in the fourth quarter of the year preceding the biennium. Nevertheless, the level of resources required for a biennium is included beforehand in the Secretary-General's foreword and introduction to the proposed programme budget to allow the United Nations Secretariat to present its overall budget.

Overview of resources

13.31 In line with the administrative arrangements for ITC, the present report contains resource requirements for ITC in Swiss francs. The overall resources proposed for the biennium 2018-2019 amount to SwF 73,372,500 (after recosting), including miscellaneous income. Resource changes as compared with the revised appropriation for the biennium 2016-2017 result from efficiencies that ITC plans to bring about in the biennium 2018-2019. The proposed resource level provides for the full, efficient and effective implementation of mandates.

13.32 Table 13.3 below shows the requirements for the biennium 2018-2019, expressed in Swiss francs. Miscellaneous income from various sources for the biennium 2018-2019 is projected at SwF 400,000. After taking into account miscellaneous income, the net contribution of each parent organization of ITC is therefore estimated at SwF 36,486,300 (i.e., 50 per cent of SwF 72,972,500), equivalent to $38,006,600 at an exchange rate of SwF 0.960 to $1.00.

Table 13.3 Financial resources by component (full budget)[a]

(Thousands of Swiss francs)

(1) *Regular budget*

(Equal share of the contribution by each parent organization)[b]

			Resource changes								
	2014-2015 expenditure[c]	*2016-2017 appropriation*	*Technical adjustment (non-recurrent, biennial provision of posts)*	*New and expanded mandates*	*Within and or across section(s)*	*Changes*	*Total*	*Percentage*	*Total before recosting*	*Recosting*	*2018-2019 estimate*
Programme of work											
Subprogramme 6, Operational aspects of trade promotion and export development	73 535.4	71 216.2	–	–	–	(780.5)	(780.5)	(1.1)	70 435.7	2 536.8	72 972.5
Subtotal, 1	**73 535.4**	**71 216.2**	**–**	**–**	**–**	**(780.5)**	**(780.5)**	**(1.1)**	**70 435.7**	**2 536.8**	**72 972.5**

(2) *Extrabudgetary*

	2014-2015 expenditure	*2016-2017 estimate*	*2018-2019 estimate*
Programme of work	101 872.1	95 049.6	105 600.0
Subtotal, 2	**101 872.1**	**95 049.6**	**105 600.0**
Total, 1+2	**175 407.5**	**166 625.8**	**178 572.5**

[a] An exchange rate of SwF 0.96 to $1.00 is used to determine the United States dollar equivalent.

[b] United Nations and World Trade Organization.

[c] Overall level of expenditure incurred in Swiss francs, of which the United Nations share amounts to SwF 36,767,700, equivalent to $38,895,700.

Table 13.4 Post resources (full budget)

	Established regular budget		*Temporary*					
			Regular budget		*Extrabudgetary[a]*		*Total*	
Category	*2016-2017*	*2018-2019*	*2016-2017*	*2018-2019*	*2016-2017*	*2018-2019*	*2016-2017*	*2018-2019*
Professional and higher								
ASG	1	1	–	–	–	–	1	1
D-2	1	1	–	–	–	–	1	1
D-1	5	5	–	–	–	–	5	5
P-5	20	20	–	–	1	1	21	21
P-4/3	50	50	–	–	7	7	57	57
P-2/1	14	14	–	–	1	1	15	15
Subtotal	**91**	**91**	**–**	**–**	**9**	**9**	**100**	**100**

Category	Established regular budget		Temporary					
			Regular budget		Extrabudgetary[a]		Total	
	2016-2017	2018-2019	2016-2017	2018-2019	2016-2017	2018-2019	2016-2017	2018-2019
General Service								
Other level	**69**	**69**	**–**	**–**	**11**	**11**	**80**	**80**
Subtotal	**69**	**69**	**–**	**–**	**11**	**11**	**80**	**80**
Total	**160**	**160**	**–**	**–**	**20**	**20**	**180**	**180**

[a] All 20 posts are funded from programme support costs.

Other assessed and extrabudgetary resources

13.33 It is estimated that, for the biennium 2018-2019, extrabudgetary resources amounting to approximately $110.0 million, equivalent to SwF 105.6 million, will be implemented. This represents an increase of approximately 11 per cent, in United States dollars, of the estimated total extrabudgetary expenditure incurred/projected during the biennium 2016-2017. Extrabudgetary resources complement provisions under the regular budget and enable ITC to implement its technical cooperation projects using the tools and knowledge base developed with regular budget resources.

Other changes

13.34 Resource changes reflect a reduction of $813,000 (SwF 780,500), made possible from efficiencies that the Centre plans to bring about in the biennium 2018-2019. The proposed reduction is a result of the efforts of ITC to apply the anticipated Umoja efficiencies presented in the eighth progress report of the Secretary-General on the enterprise resource planning project (A/71/390) to individual day-to-day operations. The Umoja efficiencies set out in the eighth progress report were based on the Organization's experience with the system, anticipated future changes, including future roll-outs, a global review of end-to-end processes, the retirement of legacy systems and improvements to business process and planning capabilities. Efficiencies were expressed, inter alia, as the dollar value of a full-time equivalent, where applicable. Further information on the approach is provided in the foreword and introduction of the proposed programme budget for the biennium 2018-2019.

13.35 For ITC, this translates into non-post reductions of $813,000 (SwF 780,500), with the entire amount falling under the programme of work.

Other information

13.36 The Independent Evaluation Unit of ITC carries out evaluations of ITC operations and provides technical support to the Centre's operational teams. During the 2016-2017 biennium, the United Nations Evaluation Group and the Development Assistance Committee, at the request of ITC management, conducted a professional peer review of the evaluation function of ITC and recognized the improvement and effectiveness thereof. The peer review panel's overall view was that the Evaluation Unit in ITC had "created a distinct institutional space for its role as stipulated in the Evaluation Policy" and that its work was "generally respected by the programme and technical departments as credible and useful". The peer review verified that the Unit had "an earmarked operational budget and a critical minimum staff to carry out the annual plan of work".

13.37 In line with the Centre's evaluation policy, the ITC Independent Evaluation Unit presents an annual evaluation of the work programme and budget based on broad consultations, organizational development needs and resources available. For the biennium 2018-2019, ITC will deliver on annual evaluation work programmes using its three-tier evaluation framework. The framework

consists of: (a) strategic evaluations managed by the Independent Evaluation Unit; (b) decentralized self-evaluations for large projects and programmes; and (c) project completion reports for all technical assistance projects, with a view to expanding evaluation coverage, improving quality standards and enhancing coordination with donor agencies on evaluation planning and practice.

13.38 To facilitate organizational learning, the Independent Evaluation Unit will continue to enhance communication and knowledge management. For the biennium 2018-2019, the Unit will continue to disseminate key learning messages through an annual evaluation synthesis report. New communication products — evaluation communication notes — introduced during the biennium 2016-2017 will also be produced for all major evaluation products. Technical evaluation guidelines for ITC internal independent evaluations, impact assessments, self-evaluations and project completion reports, developed during the biennium 2016-2017, will be applied in the biennium 2018-2019.

13.39 Evaluation resources in the biennium 2018-2019 will amount to $1,647,500, comprising $1,267,500 under the regular budget (including one P-4 post, one P-3 post and SwF 400,000 dedicated to evaluation activities) and $380,000 in extrabudgetary resources (one P-2 post). In addition, project-specific evaluations will draw on voluntary contributions to projects.

13.40 The ITC publications programme, as part of the Centre's overall technical cooperation programme, is designed to assist micro, small and medium-sized enterprises, trade and investment support institutions and policymakers in developing countries and countries with economies in transition to have ready access to information and analysis in support of trade and international business development. The international competitiveness of micro, small and medium-sized enterprises will be the overarching theme of the publications programme for the biennium 2018-2019, spearheaded by the ITC annual flagship, the "SME Competitiveness Outlook". The programme will be aligned with the Centre's six focus areas, ensuring focus and relevance for partners and stakeholders. During the biennium 2018-2019, ITC will refresh and maintain its digital library with its most popular reference texts, continue to publish sector- and region-specific publications and introduce a selection of world class opinion pieces on key issues affecting trade. The Centre will make these public goods more widely available to its clients through its enhanced website and distribution systems.

13.41 It is anticipated that recurrent and non-recurrent publications will be issued as summarized in table 13.5 below.

Table 13.5 **Summary of publications**

	2014-2015 actual			*2016-2017 estimate*			*2018-2019 estimate*		
Publications	*Print*	*Electronic*	*Print and electronic*	*Print*	*Electronic*	*Print and electronic*	*Print*	*Electronic*	*Print and electronic*
Recurrent	–	–	16	–	–	25	–	–	12
Non-recurrent	–	–	52	–	–	43	–	–	56
Total	**–**	**–**	**68**	**–**	**–**	**68**	**–**	**–**	**68**

13.42 The Centre also raises awareness of the importance of micro, small and medium-sized enterprises for the 2030 Agenda for Sustainable Development, as well as the challenges and opportunities faced by these enterprises, by convening stakeholders across constituencies through its global events programme. During the biennium 2018-2019, ITC will continue to leverage its partnerships across the public and private sectors to facilitate knowledge-sharing, foster South-South and triangular cooperation, and promote the development of innovative solutions to harness international trade for inclusive and sustainable growth, ensuring that micro, small and medium-sized enterprises benefit from open markets. In particular, ITC will host the annual World Export Development Forum, the annual Women Vendors Exhibition and Forum, the annual Trade for

Sustainable Development Forum and the biennial Trade Promotion Organization Network World Conference and Awards.

Programme of work

13.43 The programme of work will be implemented in accordance with the strategy detailed under subprogramme 6 of programme 10 of the biennial programme plan for the period 2018-2019. The subprogramme will build on results achieved and lessons learned in previous bienniums.

13.44 The executive direction and management function of ITC is under the responsibility of the Office of the Executive Director, while three substantive divisions implement technical assistance activities: the Division of Country Programmes, the Division of Market Development and the Division of Enterprises and Institutions. The Division of Programme Support renders the requisite administrative, logistical and programme support services.

13.45 The Office of the Executive Director provides strategic leadership for the development and management of the Centre. It leads and coordinates the corporate work programme and is responsible for governance, strategic planning, risk management, resource mobilization and partnerships, communications and the key functions of evaluation, performance reporting and quality assurance. The Office represents the Centre at the executive level vis-à-vis Governments, United Nations bodies, WTO and other key stakeholders. The Office includes the liaison arrangements of ITC in Addis Ababa and New York, which both contribute to enhancing the Centre's visibility with key stakeholders and deepening partnerships.

13.46 The Division of Country Programmes ensures country ownership, coherence of the technical assistance of ITC and sustainable impacts on the ground. The Division coordinates ITC interventions in countries with key stakeholders and development partners, develops the ITC projects pipeline based on client needs and the priorities of the Centre's strategic plan, leads on resource mobilization at the field level, manages multidisciplinary projects and achieves synergies and coherence in project and programme implementation. The Division is also responsible for the ITC focus area of supporting regional integration and South-South links.

13.47 The Division of Market Development is responsible for two ITC focus areas: providing trade and market intelligence, and building a conducive business environment. The Division provides thought leadership on issues relating to the competitiveness of micro, small and medium-sized enterprises through statistical information and thematic analysis and on matters linking the international competitiveness of micro, small and medium-sized enterprises with the 2030 Agenda for Sustainable Development. It provides competitive intelligence services that enable micro, small and medium-sized enterprises to permanently scan the information landscape to access and interpret information about trade trends, technologies, innovation, customers, competitors and distributors. It also supports Governments in the design and implementation of export development strategies, assisting them in identifying where priorities for action lie to support micro, small and medium-sized enterprises in their international activities and in supporting inclusive value chains in the domestic market. Furthermore, the Division supports enterprises and business associations to provide a private sector perspective in the formulation of trade strategies and policy and regulatory reform at the national and regional levels. The Division promotes inclusive public-private dialogue to address obstacles to international trade and investment, and provide customized solutions for their removal.

13.48 The Division of Enterprises and Institutions focuses on innovative and inclusive market-driven approaches to strengthening the international competitiveness of micro, small and medium-sized enterprises from developing countries and economies in transition. The Division supports the Sustainable Development Goals by delivering value-chain, sector development and institutional strengthening approaches aimed at achieving broad-based socioeconomic impacts from the prospering of micro, small and medium-sized enterprises in international markets. The Division is responsible for three of the six technical focus areas within ITC: connecting to international value

chains, strengthening trade and investment support institutions, and promoting and mainstreaming inclusive and green trade. Within each of these three focus areas, the Division provides customized solutions for countries and regions, in close collaboration with the Division of Country Programmes and other development actors and stakeholders, private as well as public. The Division supports improvement of the performance of trade and investment support institutions so that they can better provide contemporary innovative support services to micro, small and medium-sized enterprises and represent their related interests. The Division assists women-owned micro, small and medium-sized enterprises to connect to markets and related local, regional and global value chains; supports young entrepreneurs with their business development and internationalization and related job creation; and offers innovative environmental sustainability approaches in relation to production and value chain development. The Division harnesses the developmental benefit of digital solutions by assisting micro, small and medium-sized enterprises to engage with tailored innovative e-commerce solutions.

13.49 The Division of Programme Support is responsible for assisting the programme management of ITC in ensuring efficient and effective management and utilization of the Centre's human, financial, material and other resources available to implement its programme of work. During 2018-2019, the Division will strengthen partnerships with operational divisions to ensure effective delivery, continue to optimize resources and processes across the Centre, endeavour to enhance the management of staff resources through the introduction of dynamic succession planning and the development and application of an ITC skills database and career development protocols, and strive to strengthen and streamline financial management and budgetary processes through increased application of the International Public Sector Accounting Standards, seeking opportunities for efficiencies, reduced duplication and improved timeliness through the benefits of Umoja.

13.50 Strong partnerships are necessary for the Centre to achieve its programme of work and related development results. Accordingly, ITC carries out its technical cooperation activities in coordination with its founding bodies, UNCTAD and WTO, and with a variety of agencies both within and outside the United Nations system. The Centre will continue to play an active role in the United Nations Inter-agency Cluster on Trade and Productive Capacity. It will also contribute to the United Nations System Chief Executives Board for Coordination as an observer to the United Nations Development Group and as a member of the High-level Committee on Management and by working closely with the other agencies. Further, cooperation with aid agencies under the Enhanced Integrated Framework and other aid-for-trade initiatives will continue. Partnerships with existing partners and trade-related capacity-building providers will be strengthened, including with the Commonwealth Secretariat, the International Organization for Standardization, the International Organization of la Francophonie, the World Bank, the Food and Agriculture Organization of the United Nations, the United Nations Development Programme, the United Nations Global Compact, the United Nations Industrial Development Organization, the World Intellectual Property Organization, the World Tourism Organization, the Office of the United Nations High Commissioner for Refugees, the International Organization for Migration, the International Labour Organization, the World Customs Organization, regional commissions and regional development banks. Direct collaboration with bilateral technical cooperation agencies in the design and implementation of field-level activities will be reinforced. The Centre will also build upon recent successes in strengthening partnerships with the private sector, both as buyers and as partners that support ITC initiatives through expertise and funding.

13.51 The Centre continues its commitment to strengthening accountability, transparency and the delivery of quality results. Since 2011, ITC has steadily improved its measurement of results through the creation of an integrated development results system that links the outputs and outcomes of all technical assistance projects to its corporate strategic framework, and through the strengthening of project management through a centralized project management software that integrates planning and monitoring of development results and financial management. During the biennium 2016-2017, ITC further developed its efforts to measure impacts through an organization-wide impact assessment framework. The Centre developed logic models and theories

of change for each of its programmes, linking programmes and projects to the corporate theory of change and to the Sustainable Development Goals. Impact assessments were carried out for specific projects, and better planning for impacts was introduced at all stages of project development. A harmonized firm-level survey for a needs and impact assessment has been developed and piloted. For the biennium 2018-2019, ITC plans to operationalize its risk management framework, deepen its approach to costing and improve its project management systems through enhanced automated tracking of key performance indicators. Furthermore, the Centre will develop a framework for impact assessment for trade and investment support institutions and mainstream the use of the harmonized firm-level survey in projects directly targeting the competitiveness of micro, small and medium-sized enterprises.

Table 13.6 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To enhance inclusive and sustainable growth and development in developing countries, especially least developed countries, and countries with economies in transition through trade and international business development

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2018-2019	*2016-2017*	*2014-2015*
(a) Strengthened integration of the business sector into the global economy	(i) Number of male and female beneficiaries reporting greater awareness of international trade as a result of ITC support	Target	400 000	175 000	–
		Estimate		300 000	–
		Actual			
	(ii) Number of cases in which trade-related policies and/or strategies and/or regulations have been introduced or changed in favour of the international competitiveness of small and medium-sized enterprises, with business sector input, as a result of ITC support	Target	100	150	–
		Estimate		120	–
		Actual			
(b) Improved performance of trade and investment support institutions for the benefit of enterprises	Number of institutions reporting improved operational and managerial performance as a result of ITC support	Target	400	400	120
		Estimate		340	200
		Actual			
(c) Improved international competitiveness of enterprises	(i) Number of enterprises having made changes to their business operations for increased international competitiveness as a result of ITC support	Target	15 000	10 000	–
		Estimate		10 000	–
		Actual			
	(ii) Percentile share of enterprises that are owned, operated and controlled by women having made changes to their business operations for increased international competitiveness as a result of ITC support	Target	50%	40%	–
		Estimate		50%	–
		Actual			
	(iii) Number of enterprises having transacted international business as a result of ITC support	Target	4 000	4 000	1 600
		Estimate		3 000	1 600
		Actual			
	(iv) Percentile share of enterprises that are owned, operated and controlled by women having transacted international business as a result of ITC support	Target	45%	40%	–
		Estimate		40%	–
		Actual			

External factors

13.52 The subprogramme will achieve its objectives and expected accomplishments on the assumption that: (a) the international community and other stakeholders remain fully engaged and committed to working to promote international trade as an engine for inclusive growth and to working with ITC; (b) there are no significant shortfalls in extrabudgetary funding actually received; (c) the political capacity and geographical conditions in recipient countries remain relatively stable for the implementation of programme activities; (d) the mandates of the United Nations and other international organizations that have an impact on ITC remain the same; (e) the enabling environment, in the form of fiscal and monetary policies and other measures, does not deteriorate; and (f) the content of the projects under development remains as it is.

Outputs

13.53 During the biennium 2018-2019, the following outputs will be delivered:

Table 13.7 **Categories of outputs and final outputs**

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies (regular budget and extrabudgetary)	
Substantive servicing of meetings	
1. Joint Advisory Group	4
2. Consultative Committee of the ITC Trust Fund	4
Parliamentary documentation	
3. Annual report on the activities of ITC and annexes	2
4. Reports of the Joint Advisory Group	2
5. Reports of the Consultative Committee of the ITC Trust Fund	4
Other substantive activities (regular budget and extrabudgetary)	
Recurrent publications	
6. Magazines	8
7. Books	4
Non-recurrent publications	
8. Books	6
9. Papers	40
10. Newsletters	10
Special events	
11. World Export Development Forum	2
12. SheTrades Global	2
13. Trade for Sustainable Development Forum	2
14. Trade Promotion Organization Network World Conference and Awards	1
Technical materials	
15. Databases	10
16. Websites	15
Technical cooperation (regular budget and extrabudgetary)	
Advisory services	
17. Assessment of needs, design, formulation or implementation of technical cooperation change initiatives at the request of clients and addressing at least one of the six ITC strategic focus areas	400

Outputs	*Quantity*
Training, seminars and workshops	
18. Training courses, seminars and workshops to transfer skills and knowledge on selected trade topics (for approximately 25,000 participants)	1 000
Field projects	
19. National, regional and interregional field projects	130

Table 13.7 Resource requirements (full budget)

(Thousands of Swiss francs)

	Resources		*Posts*	
Category	*2016-2017*	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	54 561.9	54 561.9	160	160
Non-post	16 654.3	15 873.8	–	–
Subtotal	**71 216.2**	**70 435.7**	**160**	**160**
Extrabudgetary	95 049.6	105 600.0	20	20
Total	**166 265.8**	**175 735.7**	**180**	**180**

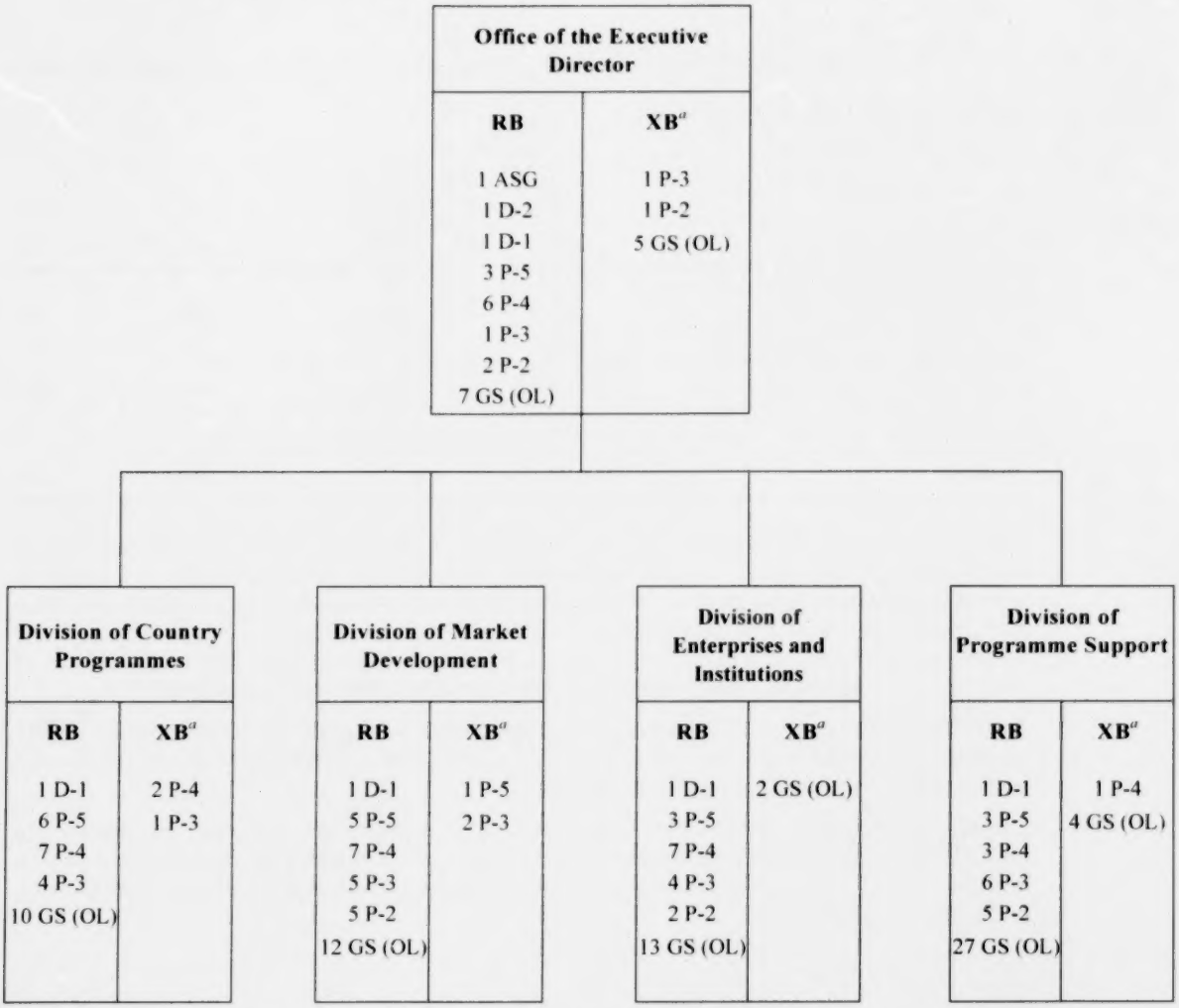
13.54 The overall resources required for the biennium 2018-2019 for this section amount to SwF 70,435,700, before recosting, at an exchange rate of SwF 0.960 to $1.00. The proposed overall requirements for section 13 for the biennium 2018-2019 would comprise: (a) an amount of SwF 54,561,900, under post resources, for 160 posts (91 Professional, 69 General Service); and (b) an amount of SwF 15,873,800 under non-post resources to cover operational requirements of the Centre. The 160 posts remain unchanged as compared with the biennium 2016-2017.

13.55 As indicated in paragraph 13.31 above, the proposed overall requirements for this section for the biennium 2018-2019 would amount to SwF 73,372,500, after recosting and taking into account projected miscellaneous income of SwF 400,000.

13.56 During the biennium 2018-2019, extrabudgetary resources are expected to amount to SwF 105,600,000, reflecting an increase of 11 per cent over the previous biennium, and will be used to provide trade-related technical assistance to developing countries and countries with economies in transition.

Annex I

Organizational structure and post distribution for the biennium 2018-2019



Abbreviations: RB, regular budget; XB, extrabudgetary; ASG, Assistant Secretary-General; GS, General Service; OL, Other level.

[a] Funded by programme support costs.

Annex II

Outputs included in the biennium 2016-2017 not to be delivered in 2018-2019

A/70/6 (Sect. 13)/Add.1/Rev.1, para. 13.48	*Output*	*Quantity*	*Reason for discontinuation*
(b) (i)	An implementation guide on selected International Organization for Standardization standards for small and medium-sized enterprises in developing countries	2	The quality guides will be discontinued as a recurrent book series. They may be included in future as non-recurrent outputs, if aligned with strategic needs and market demand.
(b) (i)	PACKit collection	1	This output will not be delivered, as it is considered completed.
(b) (iv)	Platform for sustainable agriculture-global and country websites	7	In line with a more strategic content management, these outputs will be reported on and consolidated under the Sustainability Exchange website.
Total		**10**	

Annex III

Summary of follow-up action taken to implement outstanding recommendations of the oversight bodies

Brief description of the recommendation	*Action taken to implement the recommendation*
Board of Auditors	
(A/71/5 (Vol. III), chap. II)	
The Board recommended that the International Trade Centre (ITC) formally evaluate the success of its resource mobilization strategy and further consider other options such as cost reduction to ensure programme support costs are sufficient to cover the full costs of project activity (para. 16).	A formal evaluation of the success of the resource mobilization strategy will be carried out on an annual basis, starting in the first quarter of 2017. Progress on resource mobilization targets is already being tracked through key performance indicators of ITC on pipeline development and resource mobilization, which were defined in the operational plan for ITC in 2016 and are aligned with its strategic plan for the period 2015-2017. The upgraded ITC project portal allows monitoring of the pipeline, projects under implementation and closed projects, by specific funders, programmatic areas, regions or project size, among other things. Options for cost reduction are considered at the corporate level, as part of the annual budget planning. Each project budget is critically reviewed as part of the project quality review and approval process.
The Board recommended that ITC continue to review the scale and nature of manual adjustments and journals to identify training needs and process efficiencies (para. 34).	ITC expects the number of manual adjustments and journals to decrease now that the transition to Umoja from the legacy enterprise resource planning is complete.
The Board recommended that ITC develop clear plans to ensure that payroll clearing and control accounts are reconciled on a timely basis with a full supporting trail (para. 38).	The United Nations Office at Geneva handles the ITC payroll. Efforts will be made to ensure a clear division of responsibilities.
The Board recommended that ITC clearly communicate the business benefits of Umoja and allow sufficient resources to continue to support staff to ensure that the new system becomes embedded in normal business processes and that there is full utilization of the Umoja functionalities (para. 44).	As Umoja implementation progresses, ITC will continue to track its business benefits and will continue to integrate lessons learned in order to strengthen business processes.
The Board recommended that ITC review the reporting needs of the business and develop a clear schedule for the timely production of regular and extrabudgetary financial reports from Umoja (para. 45).	The Centre's senior management has established a schedule of quarterly internal financial reports. The Centre also provides biannual financial reports to its funders and clients via the ITC public website. It is on track in automating the extraction of relevant information from Umoja, by leveraging business intelligence reporting and through the utilization of key information via dashboards containing up-to-date financial information.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Board recommended that, to further strengthen internal control, the business intelligence functionality be used to identify exceptions and patterns of expenditure so as to provide insight and focus for management validation and review (para. 49).	Exception reporting to provide insight and focus for management validation and review is a system-wide necessity for the United Nations Secretariat. Work has begun to address this with the recent establishment of a global monitoring function of Umoja data, which is being progressively rolled out. The Centre will therefore continue to integrate the latest developments in this regard.
The Board recommended that ITC record the costs and benefits of the upgrade of the project portal and ensure that, if information is produced from the portal, it is reconciled to project information in Umoja (para. 53).	The Centre will compile a summary of the costs and benefits of the upgrade of the project portal. Umoja data reconciliation has been completed and financial information in the upgraded project portal is extracted directly from Umoja.
The Board recommended that ITC update its fraud policy and response plan and circulate it to reinvigorate fraud awareness both internally and within its implementing partners, consider a programme of training and explore the potential of Umoja to identify unusual transaction trends and patterns (para. 60).	In line with the fraud policy of the Office of Internal Oversight Services, ITC will raise awareness and promote strong anti-fraud values internally and with implementing partners.
(A/70/5 (Vol. III) and Corr.1, chap. II)	
The Board recommended that ITC use the benefits realization plan and the improved financial information derived from the International Public Sector Accounting Standards (IPSAS) to inform and manage financial risks (para. 21).	Benefits realization is an ongoing process coordinated by the United Nations in New York. The Centre is required to report regularly.
The Board recommended that ITC develop a fraud risk assessment to identify areas susceptible to fraud risk, and consider the current mitigations to manage this risk. Furthermore, management should utilize improved functionality in Umoja and the consultant's database to produce exception reports to support management review (para. 24).	The Centre identified a case of financial mismanagement (misuse of funds by the implementing partner). This resulted in strengthened monitoring of similar projects.
The Board recommended further review of costs attributable to projects and to identify valid costs that could be directly allocated to projects in line with a clear methodology. ITC should use the new functionalities of Umoja and the next phase of the project portal programme to build better data to inform management's decisions on how programme support costs were identified and the rate at which they should be recovered, and to inform a costing strategy (para. 44).	Over the past year, ITC has advanced with cost allocation at the level of the six focus areas. The Centre also introduced output-based budgeting as mandatory for all new projects. This is enforced through the new project portal templates and the project quality review process. Regarding programme support costs, ITC applies rates that are decided by the United Nations Secretariat.

Brief description of the recommendation	*Action taken to implement the recommendation*
(A/69/5 (Vol. III), chap. II)	
The Board recommended that ITC regularly inform both the General Assembly and the General Council of the World Trade Organization of the projected future level of funding required to support end-of-service liabilities (para. 14).	After-service health insurance liabilities are shown in the financial statements of ITC, which are transmitted to the United Nations General Assembly and to the General Council of WTO. The financial statements are now prepared on an annual basis and include these liabilities. If required, ITC could include in note 13 the amount relating to the actuarial valuation of the after-service health insurance liabilities for the General Fund, programme support costs and extrabudgetary resources.
Advisory Committee on Administrative and Budgetary Questions	
(A/70/7/Add.1)	
The Committee noted the low level of compliance by ITC with the requirement for advance booking and purchase of tickets, particularly in view of its predominantly predictable travel requirements. The Committee expects that immediate steps will be taken to ensure compliance with this requirement, leading to a more efficient use of funds allocated for official travel (para. 10).	ITC is cognizant of the need to comply with the advance booking and purchasing of tickets and has taken measures to ensure that it is fully compliant with the relevant requirements.
The Committee welcomed the simplified budget procedure proposed by ITC and trusted that the programme budget for the biennium 2018-2019 proposed by the Secretary-General would contain the relevant information as indicated (para. 11).	The proposed programme budget for the biennium 2018-2019 complies with the Committee's recommendation.
Office of Internal Oversight Services	
Audit of Human Resources Management at the International Trade Centre	
ITC should finalize and obtain approval for its "PeopleStrategy 2014-16", which should include baselines and targets for each of the goals identified in this strategy (recommendation 3).	Work is ongoing and expected to be completed by the fourth quarter of 2017.
Audit of selection and management of implementing partners at the International Trade Centre	
ITC should establish requirements for project managers to document the organizations considered in the implementing partner selection process or the justification for considering only one organization as suggested in the due diligence checklist (recommendation 1).	The Centre accepted recommendation 1 and stated that: (a) it would roll out the partner selection/due diligence checklist and guidelines on partner selection and the documentary requirements on the selection process; (b) the memorandum requesting a grant would be modified to enable project managers to document the assessments adequately, providing clarification of whether more than one potential implementing partner/grantee was considered in the selection process or the justification for considering or vetting only one grantee; and (c) the grant memorandum of understanding checklist would be updated accordingly.

Brief description of the recommendation	*Action taken to implement the recommendation*
ITC should strengthen the review mechanisms at the division level to ensure that memorandums of understanding for grants are prepared in accordance with established guidelines and procedures (recommendation 2).	The Centre accepted recommendation 2 and stated that: (a) senior management would remind ITC Division directors of their role, responsibility and accountability in relation to the approval of grants below $30,000. The need to strengthen the review mechanisms and to take additional measures from an operational perspective at the division level to ensure that memorandums of understanding for grants were prepared in accordance with established guidelines and procedures would be highlighted; (b) a footnote would be included in the grant memorandum of understanding template to remind project managers to include a breakdown of activity costs by expense category; and (c) the grant memorandum of understanding checklist and/or the grant memorandum of understanding template would be modified to include a note on the need to ensure that implementing partners were aware of the rates of United Nations daily subsistence allowance in advance during the budgeting process or prior to the organization of specific workshops and events. Recommendation 2 remained open pending receipt of evidence that review mechanisms for memorandums of understanding at the division level have been strengthened.
ITC should establish guidelines on budgeting for implementing partners' staff costs as well as the evidence needed to support the budget and actual costs (recommendation 3).	The Centre accepted recommendation 3 and stated that the grant checklist would contain a note that the budget for staff costs should be based on actual salary costs and that the grantee should submit evidence to support the staffing costs or rates used prior to the payment of the relevant tranche of the grant.
ITC should revise the standard clauses on financial reporting in the memorandum of understanding template to include requirements for implementing partners to: (a) clearly reference and link supporting documents to financial reports and budget; and (b) explain significant variances between the budget and actual costs (recommendation 4).	ITC accepted recommendation 4 and stated that a standard template for approved budget and actuals by budget component would be included as an annex to the grant memorandum of understanding template and that relevant language in the standard grant memorandum of understanding would be provided.
ITC should: (a) remind divisions to be diligent in reviewing financial information submitted by implementing partners to ensure compliance with the terms of the memorandum of understanding; and (b) ensure that grants are properly accounted for, with any unspent balance either refunded or utilized in another memorandum of understanding with the approval of ITC (recommendation 5).	The Centre accepted recommendation 5 and stated that the Management Action Group and certifying officers would be reminded accordingly. The memorandum requesting grants would contain appropriate language. The sections responsible for the two grant memorandums of understanding mentioned would be requested to present action plans to bring those matters to closure, including the refund or reutilization of unspent funds.
ITC should ensure that performance evaluations of implementing partners are prepared and centrally filed for ease of reference (recommendation 6).	The Centre accepted recommendation 6 and stated that it would develop a template to assess the performance of grantees and consider appropriate options to file such evaluations centrally.

Brief description of the recommendation	*Action taken to implement the recommendation*
Audit of procurement and contract management at ITC	
ITC should consistently assess and document risks related to individual procurement actions and incorporate mitigating measures in the procurement process and contracts as appropriate (recommendation 2).	The Centre stated that it would improve that aspect of procurement by capturing the appropriate risks and mitigation measures more systematically in the sourcing plan and in the planning database. The Centre would define a risk matrix aligned to its risk appetite statement, which is currently being defined. The matrix would help Procurement Services define the appropriate mitigation measures.
ITC should establish mechanisms to ensure that performance evaluations are prepared regularly as required by the Procurement Manual, using the forms recommended in the Manual (recommendation 4).	The Centre is planning to use the forms recommended in the Manual to formalize the performance evaluation of vendors on a regular basis for any contract above $40,000. Procurement Services is currently working on adjusting the forms and writing clear instructions to procurement staff on when and how to use them. The instructions to staff will be ready by the end of 2017.